

SECTION VI

OTHER ISSUES OF CONCERN TO HUD

This section of the Consolidated Plan addresses other issues of particular concern to HUD, including barriers to affordable housing, lead-based paint hazards, coordination between public and private agencies providing housing and human services, efforts to reduce poverty and others.

VI.A Obstacles to Meeting Undeserved Needs

The primary obstacle faced by the City in addressing the housing and community development needs of lower-income households and persons with special needs is the limited availability of needed resources.

VI.B Barriers to Affordable Housing

Historically, the City of Alexandria has been in the forefront of metropolitan jurisdictions in providing affordable housing to its low- and moderate-income residents. The City has pursued this goal creatively despite the challenges of meeting housing needs within severe financial constraints and within a fixed geographical space of less than 16 square miles. Much of the City's buildable land for new (and exclusively residential) detached units has been depleted. However, land-use planning, zoning, code enforcement and other regulatory provisions contain measures designed to ensure balanced growth and development in the City, including the provision of affordable housing.

Discussed below are several factors affecting the development of affordable housing and the continued affordability of such housing.

Development Issues

New Development Process - Working with outside consultants, developers and their attorneys, and all affected city agencies, the Department of Planning and Zoning has established a new process for development applications which has resulted in clearer expectations for developers, higher quality buildings, and in almost all cases, common expectations and consensus. Key components of the new process include:

- Working with applicants at the conceptual stage to assure proposals that are consistent with City expectations
- Identifying issues at an early point when changes are easy and less costly
- Obtaining community support early in the process
- Establishing a single point of contact at the City
- Establishing a team approach to development review and ensuring interdepartmental coordination
- Providing enhanced analysis for the community and decision makers

- Streamlining the back end, post approval review process

City Council enthusiastically approved the new process in 2002 and has enjoyed a series of successful development approvals, involving large residential buildings located in established mixed use areas of the City. The projects included underground parking, publicly accessible pocket parks, street level retail shopping, affordable housing contributions and a very high quality of architecture. Each had community support as a result of the collaborative effort with the community prior to the Planning Commission and Council hearings.

Policies for Receiving Affordable Housing Through the Real Estate Development Process-While the City has a policy of voluntary contributions of on-site affordable units or cash contributions to the City's Housing Trust Fund, the City is limited by state law in what it can actually require from developers in terms of affordable housing. The State's affordable housing laws will be examined by the Virginia Housing Study Commission prior to the 2006 Session of the Virginia General Assembly. In the interim, except for cases in which bonus density (above that permitted by right or by special use permit under the applicable zone) has been requested under §15.2-2304 and the corresponding provisions of the Alexandria Zoning Ordinance, the City will not require developers to make affordable housing contributions, but will only accept them if they are *voluntarily* offered.

The City's Affordable Housing Policy is currently undergoing revision, and any revisions made will be consistent with the foregoing principle.

- **Residential Density**

Because Alexandria is essentially a built-up jurisdiction with little land left to be developed and is facing significant traffic problems, the City considers additional density "by right", as opposed to at the discretion of City Council, to be inappropriate. According to the Northern Virginia Regional Commission's ranking of counties and independent cities based on 2000 Census data, Alexandria is the most densely populated county or independent city in Virginia and the tenth most densely populated among such areas in the United States. An increase in the number of housing units will generate additional trips, further exacerbating heavy peak hour traffic in the City. Further, increased density will require that additional parking be provided, creating conflict with another of the issues raised by developers, namely the requirement to provide two spaces of off-street parking per unit.

Therefore, the City feels strongly that any elevation in density levels in exchange for affordable housing must be done on a case-by-case basis and must depend on the location of the project and the effect on the City's "quality of life" goals. While increased density is appropriate at certain sites, it is not at others, and the City Council has the discretion to allow density bonuses where it will not conflict with these "quality of life" goals. The current special use permit process specifically allows discretionary increases in density, height, and floor area ratio in return for affordable housing. In addition, Council may allow height and density bonuses within 1,000 feet of Metro stations.

The current density levels for residential uses were set by the City Council in June 1992 as part of the update of the City Master Plan and Zoning Code. During this update process, allowing additional density for affordable housing without a special use permit was rejected by the City's Zoning Task Force, the Planning Commission and City Council. In theory, increased density may appear to be a plausible approach to reducing the cost of housing units. However, without a housing price limitation, the prices of units will find their way to the prevailing market level. The City feels that special approval by City Council needs to be an integral part of this process to assure that the units proposed will actually be affordable. Allowing increasing density "by right" only guarantees additional units at the prevailing market rate in the community.

- **Parking Requirements**

Through the granting of a Special Use Permit (SUP), City Council can allow increases and reductions in off-street parking requirements in exchange for the development of low- and moderate-income housing. In addition, residential buildings undergoing significant enlargement or alteration must meet off-street parking required by the City Code. The off-street parking can be reduced in exchange for providing affordable housing.

The most frequent complaint about residential development in the City of Alexandria is that not enough parking was required by the Zoning Code or provided by the developer. Staff surveys of vehicle ownership and parking spaces provided for various types of residential development indicate that there is an off-street parking space shortage. In response to this problem, the revised zoning code adopted by the City Council increased residential parking levels to reflect actual demands.

- **Setback and Height Restrictions**

Developers must meet setback and height restrictions under City Code, but certain projects may be considered for height, density and other bonuses if combined with a meaningful affordable housing program approved by City Council. The setback requirements may have the same effect as the parking requirements by reducing the amount of land that can be developed. Height restrictions may result in less dense, more costly projects.

At the same time, the combined use of setback and open space regulations provide for light, air and ventilation in residential projects and make the residential environment more human and livable. Automatic waiver of these requirements could lead to overcrowding on a site. The site plan regulations in the revised zoning code reflect changes that give the Planning Commission discretion to review the design of site plans, especially bulk of buildings and their placement on the site. Further, minimum standards for setbacks and open space have been included in the revised zoning code by action of City Council.

Height limits were carefully considered when the zoning code was updated. Limits were adopted which were appropriate to maintain the scale, profile and character of the City. Limited increases in height are allowed, but only with the express approval of the City Council. A

request for variance of the setback regulation may be submitted to the Board of Zoning Appeals where a builder or developer can demonstrate a hardship.

- **Special Use Permits**

Some developers assert that Special Use Permits (SUPs) increase development costs by requiring developers to incur legal fees and to meet additional criteria that may be imposed on a development as it is taken through the approval process, which includes public hearings before the Planning Commission and City Council. The delays caused by the process may also be an additional cost to the developer.

However, City Council uses the Special Use Permit to control the negative aspects of proposed uses and development proposals. To protect the natural and built environment and to ensure that projects relate to existing development, City Council has determined that special project review and approval are necessary.

- **Transportation Management, Archaeology and Landscape Plans**

Along with development plans, the City requires that developers submit Transportation Management, Archaeology and Landscape Plans. In order to help reduce the cost of development and to facilitate the provision of affordable housing, the developers recommended waivers from submitting these plans to the appropriate City departments. The preparation of these documents may impact on the cost of development, making it more difficult to provide affordable housing. However, each of these items is vitally important to the future of the City. City Council, after lengthy public hearings and very careful consideration, adopted regulations to manage transportation, preserve archaeology sites and artifacts, and to assure that sites are properly landscaped. In the past, these items were uncontrolled or minimally controlled, and the resulting development was not in the best interest of the City.

Certain land uses, which by their location, nature, size and density, or accessory uses permitted or required, tend to cause traffic and related impacts upon public streets, parking problems, and a decline in the quality of life in the City. The purpose of the Transportation Management Plan is to mitigate the traffic and related impacts on such uses of land.

In 1989, the City of Alexandria prepared a study which identified potential archaeological resource areas. When development is proposed on a site which may destroy historic sites or artifacts, an archaeological evaluation report and resource management plan must be submitted for City review. The site evaluation is based on the following standards: research value; rarity; public value; site integrity; presence of materials; and impact of resources.

Furthermore, landscape regulations were added to the site plan ordinance approximately 15 years ago because of the inadequacy of plantings and the inappropriate use of materials. To address this problem, minimum standards and review procedures were added to the City Code.

Other Issues

Real Estate Assessment of Price-Restricted Housing Units - The City has been successful in securing over 40 completed affordable sales units in private market developments that are required to remain affordable upon resale for a specified period of time (usually 15 years). These units are generally indistinguishable from market rate units in the same development, and have been assessed no differently than the market rate units in the same developments. A similar situation exists with regard to eight Alexandria homes made available by Habitat for Humanity of Northern Virginia. Growing concerns have been raised about the appropriateness of assessing and taxing these units as if they can be sold at market prices.

The City's Director of Real Estate Assessments is currently reviewing this matter and has expressed a willingness to adjust the assessments of those properties where, in any given year, the restricted value can be quantified and there is no circumstance under which the property can legally be sold for more than the restricted value. This is not the case for all units with restricted values, and it is likely that the City will offer owners of units with City-controlled resale restrictions that do not meet these criteria an option to record new covenants structured in a manner that would allow an adjustment in the real estate assessment.

VI.C Fair Housing

The City performed its initial Analysis of Impediments (AI) in 1997, and participated in a regional AI prepared by the Metropolitan Washington Council of Governments (COG). In 2000 and 2002, City staff participated with COG and other local jurisdictions to update the regional AI. With each reexamination of the AI, the City has taken steps to eliminate the identified impediments. The City prepared an updated AI in February 2005. A summary appears below discussing the remaining impediments, as well as any actions expected to be taken to address these issues during the Consolidated Plan period.

Impediment 1: Discrimination in housing rental, sales and lending markets.

Successive rounds of testing in the Fair Housing Testing Program have shown a decline in the incidence of disparate treatment in rental housing on the basis of race, national origin, familial status, disability, and sexual orientation, and minimal incidences of such treatment in the sales and mortgage lending industries. However, the City considers continuous monitoring necessary to ensure continued compliance with fair housing requirements.

The City will continue its testing program as well as its Fair Housing Training program for property managers and real estate professionals.

Impediment 2: Barriers to homeownership.

Barriers to homeownership identified in the AI, particularly for low-income households, include a limited supply of affordable housing units, limited understanding of the homebuying process,

lack of awareness of affordable housing opportunities and/or affordable financing, poor credit, high debt and limited savings for down payment and closing costs. Since conducting its original AI in 1997, the City has implemented numerous changes to its first time homebuyer programs, increasing sales and home price limits, and improving outreach to eligible households, to facilitate access to homeownership for households with incomes below the area median.

The City will continue its efforts to make homeownership as accessible as possible to all Alexandrians.

Impediment 3: The lack of housing available to voucher holders.

ARHA and City staff worked extensively with private landlords to identify and increase awareness about factors that contributed to difficulties experienced by voucher holders in locating housing in Alexandria. One such problem was affordability. ARHA addressed this issue in City FY 2000 by increasing the Applicable Payment Standard for voucher holders to 110% of the Fair Market Rent (FMR). However, faced with a substantial reduction in HUD voucher funding, ARHA found it necessary to reduce the APS to 100% of FMR. Even at 110% of FMR, units were difficult to obtain when using a Housing Choice Voucher, and this issue remains one of serious concern.

Impediment 4: Caps on funding categories (administrative and public services) through which fair housing activities may be supported under the Community Development Block Grant (CDBG) Program.

Funding caps under the CDBG program serve to limit monies available for fair housing activities. The City currently utilizes CDBG administrative monies to support fair housing programs and could not easily increase related expenditures without decreasing support for vital administrative activities. The City would face a similar dilemma if it elected to initiate public service activities related fair housing. Elimination of this impediment would require Congressional action to establish an independent eligible activity category for fair housing programs.

VI.D Anti-Displacement Plan

The City generally avoids using federal funds in a manner that would result in displacement. The City avoids displacement in its existing federally-funded Homeownership Assistance Program (HAP) by not assisting the purchase of renter-occupied (or recently renter-occupied) units unless it can be documented that the reason for the tenant's move is unrelated to the sale of the property. With regard to the City's existing federally-funded Single Family Home Rehabilitation Loan Program (SFHRLP), assistance is only provided to owner-occupants on a voluntary basis and does not result in permanent moves from the assisted properties.

VI.E Lead-Based Paint Hazards

In 1978, on the recommendation of the Consumer Products Safety Commission, federal legislation banned the sale of lead-based paint used for residential interiors, exteriors, toys and furniture. Much of the City's housing stock pre-dates that legislation, and, as a result, lead-based paint hazards may exist in City housing, particularly in housing occupied by lower-income households due to deferred maintenance.

As required by the Consolidated Plan regulations, Table I below provides the estimated number of housing units occupied by low- and moderate-income households that may have lead-based paint hazards. The estimates were developed by applying the American Housing Survey Standards to data provided by HUD on the age and occupancy of housing units in the City. This estimate is not necessarily an accurate reflection of the City's lead-based paint hazards.

It should be noted that the totals in Table I indicate only the estimated number of units that are occupied by low- and moderate-income households that may have some lead-based paint, and not the number that are in unsound condition. Units which are in unsound condition pose the greatest threat with regard to lead-based paint hazards.

**Table I - Estimated Number of Lead-Based Paint Housing Units
Occupied by Low- and Moderate-Income Households**

Age of Unit	Renter-Occupied		Owner-Occupied	
	Low-Income	Moderate-Income	Low-Income	Moderate-Income
Pre -1940	387	452	7	41
1940 - 1959	540	1,307	36	160
1960 - 1979	183	5,230	59	391
Total	1,110	8,099	102	592

During the Consolidated Plan period, the City will continue its current procedures for the abatement of lead-based paint hazards found within the City limits. This strategy includes testing of children, enforcement of the building code, compliance with notification and abatement requirements established for HUD-funded programs and testing and abatement of lead hazards in public housing units.

For information on specific actions to be taken to abate lead-based paint hazards, please see Section VII of the City FY 2006 Action Plan below or the most recent Action Plan update.

VI.F Anti-Poverty Strategy

The City's strategy to reduce the number of poverty level households in Alexandria focuses on the implementation of programs intended to improve economic status through education, job training and job placement. Supplemental income and other support programs are integral to the City's efforts to reduce poverty and its impacts. Non-housing programs offered in the City to reduce the number and/or to meet the immediate needs of poverty level households include the following: Temporary Assistance for Needy Families (TANF), which provides supplemental income; the Food Stamp Program, which provides food subsidies; programs to encourage academic achievement, such as the Head Start program for low-income children aged three to five years and the Project Discovery Program, which motivates high school students to become the first generation in their family to pursue higher education; Medicaid, which provides health benefits for income-eligible children and certain categories of low-income elderly persons, disabled adults and pregnant women; employment services such as *Joblink*, the City's one-stop center for Workforce Investment Act service delivery, and the Virginia initiative for Employment not Welfare (VIEW), which provides employment counseling/placement services, daycare and other resources to remove barriers to employment faced by TANF recipients; and child care assistance services.

Strategies described throughout the Consolidated Plan intended to promote housing opportunities for extremely low- and low-income households, especially for persons who are homeless or at risk of becoming homeless, complement the City's anti-poverty programming and related housing initiatives are often coordinated with anti-poverty services. A primary example of this coordination is the case management process for homeless persons, through which shelter, transitional housing and supportive housing providers cooperate with social service agencies in the development and implementation of client service plans. Another example of the coordination of housing and anti-poverty programming is offered by ARHA, which provides self-sufficiency programs to promote the economic well-being of tenants in the agency's public, Section 8 and other assisted housing.

VI.G Institutional Structure

Description of Entities Implementing the Consolidated Plan

The organizational structure for carrying out the City of Alexandria's affordable and supportive housing strategy involves a variety of public and private entities. Two primary government agencies, the Office of Housing and the Alexandria Redevelopment and Housing Authority (ARHA), share the responsibility for addressing the housing needs of lower-income residents. The Department of Human Services (DHS), the Department of Mental Health, Mental Retardation and Substance Abuse Department (DMHM RSA) and relevant boards and commissions have the primary responsibility for serving the housing needs of low-income clients who are homeless or have other special needs.

City's Office of Housing - The City's Office of Housing administers a variety of activities funded through the federal Community Development Block Grant (CDBG) and Home Investment Partnerships (HOME) programs, the Virginia Department of Housing and Community Development, City general revenues, and a local Housing Trust Fund currently consisting of developer contributions. Additionally, the Office of Housing serves as the City's liaison with ARHA and has provided CDBG funds to assist ARHA in the acquisition and rehabilitation of publicly-assisted housing.

The programs/activities administered by the Office of Housing for the benefit of low-income households and covered within the scope of the Consolidated Plan are as follows:

- no-interest, deferred-payment, and low-interest loans for rehabilitation of single family homes, including accessibility improvements for mobility-impaired persons;
- the Fair Housing Testing Program, which is designed to identify any discriminatory practices in the rental housing market, regardless of tenant income level;
- on-site fair housing training to property management and real estate firms, provided on-request by Office of Housing staff;
- homeownership opportunities through assistance for downpayments, principal and interest write-downs and closing costs;
- housing acquisition and rehabilitation for low- and moderate-income households (limited to homeownership activities and preservation of Resolution 830 housing or other projects approved by City Council);
- housing related services such as landlord-tenant mediation, relocation counseling, and homeownership counseling for low- and moderate-income households participating or wishing to participate in the Homeownership Assistance Program and the Moderate Income Homeownership Program.

The Alexandria Redevelopment and Housing Authority (ARHA) - ARHA provides publicly assisted housing to lower-income families in accordance with state and federal statutes and HUD regulations. A political subdivision of the Commonwealth of Virginia, ARHA does not receive City funding to cover operating expenses; however, City Council appoints the nine-member ARHA board, one of whom must be a resident of an ARHA housing development.

ARHA owns and/or operates 1,150 publicly-assisted housing units in the City (or, in the case of one 90-unit property, owns the land) and is responsible for their administration and maintenance. ARHA also administers the Section 8 Rental Voucher Program, which provide subsidies on behalf of lower-income families who rent privately-owned housing, and Housing for Persons With AIDS (HOPWA) program, the HUD-funded program that provides rental subsidies to income-eligible persons living with HIV/AIDS.

Additionally, ARHA is encouraging homeownership for its Section 8 residents. Based on ARHA estimates, approximately nine percent of families with a Section 8 certificate and 12% with a voucher have sufficient income to support homeownership (i.e., they are currently paying \$600 or more per month in rent). The Section 8 tenant-based program can be used for homeownership purposes.

In addition to administering federal rental assistance programs, ARHA is also involved in a wide range of activities targeting public housing resident initiatives. These public housing resident initiatives include drug elimination programs, economic development, education programs, homeownership, and community empowerment programs.

ARHA also serves as a housing finance agency, issuing tax-exempt bonds on behalf of non-profit and for-profit and for profit entities to develop and retain affordable housing.

Non-Profit Affordable Housing Providers - Non-profit organizations are also involved in the provision of affordable housing for low- and moderate-income households in Alexandria. The following are several of these organizations.

- Community Lodgings, Incorporated (CLI) owns and operates single and multifamily units as affordable and transitional housing for low-income households.
- Sheltered Homes of Alexandria, Inc. (SHA) owns single-family homes and condominiums operated by the Alexandria Community Services Board that provide transitional and supportive housing for persons with developmental disabilities, mental illness and substance abuse disorders. SHA is also a City-certified Community Housing Development Organization (CHDO).
- The Robert Pierre Johnson Housing Development Corporation (RPJ) is a non-profit organization operating in the Washington metropolitan area to provide housing opportunities for low-income households. RPJ is also a City-certified CHDO.
- Habitat for Humanity of Northern Virginia is a private, non-profit organization that uses volunteers to construct new homes for low-income families.

The Department of Human Services - The Office of Community Services (OCS) of the Department of Human Services is the City's lead agency in providing services to the homeless. The objective of the OCS Homelessness Intervention Program is to improve and enhance existing resources to create a service continuum enabling homeless and at-risk persons to progress towards self-sufficiency. OCS staff work with, and provide staff support for, the Economic Opportunities Commission in establishing policy for the populations which they serve. Refer to the Inventory of Facilities and Services section (Sections II and III) and the Anti-Poverty Strategy (Section VI) for more information on DHS programs and services.

Non-profit Homeless Service Providers - There are numerous non-profit organizations and churches that provide financial assistance, shelter, transitional housing and services for the homeless in Alexandria. These organizations include, but are not limited to, the following:

- Carpenter's Shelter;
- ALIVE! and ALIVE! House;
- Community Lodgings, Inc.;
- The Salvation Army; and
- Arlington-Alexandria Coalition for the Homeless;
- Northern Virginia Family Service; and

- Guest House, Inc.

Descriptions of the programs and services offered by these organizations is detailed in the Inventory of Facilities and Services for the Homeless in Section III above. These organizations are an integral part of the City's continuum of care and the programs are coordinated through the Homeless Services Coordinating Committee.

Assessment of Strengths and Gaps in the Delivery System

Strengths - Chief among Alexandria's strengths in delivering comprehensive housing and services to its citizens is the close coordination between agencies of local government, other public and quasi-public agencies, the private non-profit services community, the faith community, and the citizens themselves. As has been evidenced throughout this Plan, the City works to create a seamless continuum of shelter, housing, and services that addresses the needs of its residents from a state of homelessness, through opportunities for affordable rental housing, to the eventual goal of homeownership, and even to support for repairs for owner-occupied homes. The key components of this seamless continuum are as follows:

- the Continuum of Care for Homeless Services, which begins with homeless prevention and includes outreach and assessment to unsheltered homeless persons, facilitates entry into the shelter system, and offers transitional housing and supportive services as a means of preparing persons to move from homelessness and take the first steps toward self-sufficiency.
- long-term supportive housing for especially vulnerable populations, including but not limited to homeless and at-risk persons with mental illness, mental retardation, and/or substance abuse problems. Opportunities include residential services in the Alexandria Community Services Board's supervised apartment and group home programs; proposed targeted long-term shelter/housing facilities for homeless persons with chronic physical illnesses and/or with mental illness and substance abuse problems; and housing and services specifically for persons with HIV infection or AIDS.
- opportunities for affordable rental housing, through public housing and tenant-based rental vouchers administered by the Alexandria Redevelopment and Housing Authority (ARHA), and through a network of project-based subsidies at developments throughout the City. Preservation of those affordable rental units is a key component of the City's policy on affordable housing.
- an array of social services offered by the Department of Human Services and the network of non-profit service agencies with which DHS collaborates, assisting working families (and specifically, families who have received Temporary Assistance for Needy Families) by providing the opportunity to gain new work and workplace skills, increase the potential for higher income employment, and facilitate movement toward greater household self-sufficiency.
- homeownership counseling services sponsored by the Office of Housing, to assist potential homebuyers in preparing for the responsibilities of homeownership; and financial assistance for homeownership, made possible by the Homeownership Assistance Program (HAP) and

Moderate Income Homeownership Program (MIHP) of the Office of Housing. The HAP and MIHP programs make available up to \$25,000 or \$15,000 respectively in downpayment and closing cost assistance to first-time homebuyers in the low/moderate- and middle-income ranges.

- home rehabilitation assistance, made possible by the Office of Housing's Home Rehabilitation Loan Program, enabling low/moderate income households to remain in owner-occupied housing which is decent, safe, and affordable.

Gaps - As identified elsewhere in this Plan, the City has a comprehensive approach to affordable housing. The biggest gap in the delivery system remains adequate funding for the affordable housing programs the City and others operate. Housing preservation efforts by multiple housing development corporations could easily exhaust the limited funding available for that purpose. As housing and development prices continue to escalate, the City will continue to identify as many alternate sources of funding as possible. The advent of the private, non-profit housing development corporation, the dedication of one cent on the real property tax rate as a revenue stream for affordable housing, the allocation of additional revenues from the real estate recordation tax, and other measures are the means the City has identified to try to fill the funding gap.

Relationship Between the City and Alexandria Redevelopment and Housing Authority

Appointment of the Board of Commissioners - The Alexandria Redevelopment and Housing Authority (ARHA) is a political subdivision of the Commonwealth of Virginia. ARHA does not receive City funding to cover operating expenses; however, City Council appoints the nine-member ARHA Board of Commissioners. The Board includes one representative from the Alexandria Resident Council (the public housing residents' organization), one representative from the City Council-appointed Landlord-Tenant Relations Board and seven citizen members. The Commissioners serve four-year terms.

Hiring, Contracting and Procurement - ARHA's hiring, contracting and procurement is handled independently of the City. Procedures concerning hiring, contracting and procurement are established by the ARHA Board of Commissioners, in coordination with rules and regulations established by the Department of Housing and Urban Development (HUD).

Provision of Services - The Office of Housing serves as ARHA's liaison with the City and has worked cooperatively with ARHA on major projects to preserve/renovate or redevelop public or publicly-assisted housing in the City. Staff from both agencies will work closely together to coordinate services.

The City does not provide an ongoing subsidy to ARHA. In addition, instead of paying taxes on the full value of the property owned by ARHA and used for subsidized housing, ARHA is obligated to make a payment in lieu of taxes (referred to as PILOT) for some of its properties.

Additionally, the City has awarded CDBG and HOME funds to ARHA in the form of loans and grants for the purpose of purchasing housing units, repairing existing public housing and the providing security patrols at public housing properties. ARHA generally obtains a signature or letter of support from the City Manager when it submits applications for federal housing assistance monies.

Review of Development Sites - Any new development undertaken by ARHA is subject to all planning and zoning regulations and requirements of the City. Public input is also part of this process, including public hearings by the ARHA Board, the Planning Commission and City Council.

Comprehensive Plan - As previously discussed, ARHA completed a Physical Needs Assessment, which will form the basis for its five-year Comprehensive Grant Plan. According to the requirements for the Comprehensive Grant Program, the Plan and annual revisions must be consistent with the City's assessment of low-income housing needs. The Office of Housing reviews the Plan prior to the City Manager's approval of the document to ensure this consistency. After approval by the City Manager, the Plan and/or revision is submitted to HUD.

Proposed Disposition or Demolition of Public Housing - In 1982, the City Council adopted Resolution 830, the City Council/ARHA agreement that committed the City and ARHA to replace any lost public housing units (or subsequent replacement units) on a one-for-one basis. Resolution 830 covers 1,150 units; 1,060 owned by ARHA and 90 at Annie B. Rose House, which is located on ARHA-owned land but not owned by ARHA.

VI.H Coordination Between Public and Private Housing and Services Providers

Office of Housing staff work in cooperation with staff from the City's departments of Human Services and Mental Health, Mental Retardation, and Substance Abuse, in addition to the non-profit organizations that work with these agencies, to address affordable housing and supportive housing needs of the homeless and other persons with special needs.

The Alexandria Redevelopment and Housing Authority (ARHA) and City agencies frequently, and informally, coordinate their efforts to serve public housing residents. In addition, the Family Self-Sufficiency Coordinating Group, with representatives from ARHA, City agencies and community members, coordinates service delivery efforts.

The Office of Housing also works with agencies such as Fannie Mae, formerly the Federal National Mortgage Association, to stay abreast of new homeownership funding programs and underwriting requirements that would benefit various income level households.

VI.I Cooperation Between the City, the State and other Local Governments

The Metropolitan Washington Council of Governments (COG) is the regional association of the Washington area's major local governments and their governing officials, plus the area members of the Maryland and Virginia state legislatures and the U.S. Senate and House of Representatives. COG provides a focus for action on issues of regional concern. Activities range from comprehensive transportation planning, monitoring air and water quality, tracking economic development and population growth and their implications on the region, coordinating public safety programs, and promoting adequate child care and housing for the region. Policies are set by the full membership acting through a Board of Directors which meets monthly to discuss area issues. Vice-Mayor Redella Pepper represents the City of Alexandria on the COG Board of Directors, with Mayor William D. Euille as her alternate. COG also has a number of other committees for various issues affecting the region. Councilman Rob Krupicka serves on the Human Services Policy Committee, which oversees housing, homelessness and other issues. Councilwoman Joyce Woodson serves on the Metropolitan Development Policy Committee, which forms regional land use and development policies and programs and monitors regional growth, trends and economic development issues. COG is supported by financial contributions from its participating local governments, federal and state government grants and contracts, and through donations from foundations and the private sector.

Within COG, the Housing Technical Committee, the Washington Area Housing Partnership and the Homeless Services Planning and Coordination Committee are active in addressing the area's housing and homeless issues. Policy actions of the Housing Technical Committee and the Homeless Task Force must be approved by the Human Services Policy Committee prior to implementation. The Housing Technical Committee is composed of staff members from area housing departments, housing authorities and planning agencies. The Committee oversees all of COG's work to enhance and expand existing affordable housing opportunities in the region. The mission of the Housing Technical Committee is to promote regional housing goals such as the development and preservation of affordable housing opportunities, the promotion of fair share goals and the dissemination of information about fair housing laws. The Committee achieves these goals by developing reports on important regional housing issues; sharing information about local housing successes and problems; and sponsoring workshops on a variety of housing issues.

The Washington Area Housing Partnership (WAHP) is a regional public-private housing partnership serving the District of Columbia, Northern Virginia and suburban Maryland. WAHP was formed by COG in 1990 through the recommendation of a task force headed by Alexandria's then-Mayor James P. Moran. WAHP works to promote and preserve affordable housing. The Partnership is also helping to link specific housing developments with necessary resources, promoting the replication of successful affordable housing techniques and educating the community about the fundamental inter-relationship between housing and economic development. The Partnership is made up of representatives from over 30 governmental entities

and the private sector. The City of Alexandria is represented on the WAHP Board by former Mayor Kerry J. Donley. The Office of Housing is a general member of the Partnership.

The Homeless Services Planning and Coordination Committee is composed of representatives from area jurisdictions' human service agencies, as well as a number of non-profit service providers. Fran Becker, Executive Director of Carpenter's Shelter in Alexandria, is the current committee chair. The committee oversees all of COG's work on homelessness and helps to promote and enhance regional cooperation on homeless issues. The mission of the Task Force is twofold. First, the Task Force advocates information sharing as a way to promote and enhance regional cooperation on homeless issues. The second goal is to generate public awareness on issues confronting the homeless population through the publication of formal and informal reports.

The Northern Virginia Regional Commission promotes the orderly and efficient development of the physical, social and economic development of the Northern Virginia area. Vice Mayor Redella S. Pepper and Councilman Paul Smedberg serve on the Board of the Commission.

VI.J Performance Measures

HUD strongly encourages grantees to develop performance measures for all HUD-funded programs. HUD has requested both output measures (i.e. number of housing units to be preserved or number of persons served) and outcome measures (i.e. create long-term affordable City residency among low- and moderate-income homebuyers, as measured by the percent of households that still own assisted units after a five year period). The City has included such measures for many programs, including those not funded with HUD monies. The measurement system is reflected in the Executive Summary, which contains general goals, specific objectives, program activities to address those objectives, and specific performance targets (outputs) and outcomes. The performance targets are provided both for the five-year Consolidated Plan period and the one-year Action Plan period.